Women in Working Life and Overview of Studies on This Theme with "Glass Ceiling" Concept

Ebru ÇİTİL* ⓘ

ABSTRACT

Although female employment rate in working life is high today, it is unfortunately not possible to see the same rate in managerial staff. Barriers to women's promotion to senior executive positions are based on gender, roles, stereotypes and prejudices, defined as invisible barriers in the glass ceiling concept. The fact that female workforce, has been more involved in working life in recent years necessitates to conduct a study on the concept of glass ceiling.

The aim of this study is to examine the concept of "glass ceiling" by considering the theoretical information in this matter and the results of the studies conducted around the world. In this regard, this study aims to reveal can be done in the process of struggling with the glass ceiling, drawing attention to the gender-related stereotypes, prejudices, female workforce abroad and in Turkey, glass ceiling factors leading to these barriers, the measures that can be taken against the barriers and regulations. For this purpose, many studies conducted on this issue in different countries have been examined.

These studies have shown that the 'glass ceiling' effect makes its presence felt in organizations that are actively present in professional working life all over the world. The results obtained from these studies also reveal that this situation negatively affects the careers of female employees and brings about important problems in their daily working lives.

Keywords: Gender, Stereotypes, Female Workforce, Glass Ceiling

Çalışma Hayatında Kadın ve "Cam Tavan" Kavramı ile Konuya Yönelik Yapılan Araştırmalara Genel Bakış

ÖZ

Günümüzde çalışma hayatında yer alan kadın sayısı yüksek olmakla birlikte yönetim kadrolarında aynı oranı görmek ne yazık ki mümkün değildir. Kadınların üst düzey yönetici pozisyonlarına yükselmelerinin önündeki engeller özellikle cinsiyete, rollere, kalıp yargılara ve ön yargılara dayanmakta olup, görünmez engeller olarak tanımlanan cam tavanı oluşturmaktadır.

Son yıllarda nitelikli kadın işgücünün çalışma hayatına daha çok dahil olması cam tavan kavramı ile ilgili araştırmaların yapılmasını bir gereklilik durumuna getirmiştir. Bu çalışmanın amacı konu ile ilgili teorik bilgileri ve dünyada konuyla ilgili yapılan araştırmaların sonuçlarını ele alarak "cam tavan" ile ilgili bir inceleme yapmaktır.

Bu bağlamda çalışmada cinsiyete ilişkin kalıp yargılar, ön yargılar ve roller, Yurt dışında ve Türkiye'de kadın işgücü, cam tavan kavramı ve cam tavan engelleri, bu engellere neden olan etmenler ve engellere karşı alınabilecek önlemler açıklanarak cam tavan kavramı ile mücadelede yapılabilecekler ortaya konulmak istenmiştir. Bu amaç doğrultusunda dünyada yapılmış birçok araştırma incelenmiştir. Bu incelemelerle, cam tavan etkisinin tüm dünyada profesyonel çalışma yaşamında yer alan örgütlerde varlığını hissettirdiği ve genel olarak benzer nedenlere bağlı olarak ortaya çıktığı sonucuna ulaşılmıştır. Bu durumun kadın çalışanların kariyerlerini olumsuz yönde etkilediği ve günlük çalışma yaşamlarında önemli problemleri beraberinde getirdiği ulaşılan sonuçlar arasında yer almaktadır.

Anahtar Kelimeler: Cinsiyet, Kalıp Yargılar, Kadın İşgücü, Cam Tavan

1. Introduction

In the years when humanity's journey of life began, women's presence in a social structure that includes a division of labor based on physical power has resulted in their inability to participate actively and equally in the division of labor. As a result of the modernization of societies over time, especially the increasing need for labor force with the industrial revolution, women started to take a more active role in working life, and this situation gained momentum with the world wars that broke out in the following period. As a result of all these developments, women have actively entered working life, started to take part in all professions and started to earn economic income.

Social and economic developments have expanded the role of women in social and professional life. In parallel with these developments, women have also made progress in terms of career. Despite all these positive developments, women only have the opportunity to be represented to a certain extent all over the

world, especially in organizational life, and their rates of assignment in managerial positions remain statistically significantly low.

In this study, the concept of the glass ceiling, which represents the transparent organizational and perceptual barriers that prevent especially skilled female employees and/or other minorities from rising to senior management positions and career progression, and which is an important problem faced by female employees in organizations in working life, is examined in the context of female employees. Due to the fact that organizations adopt a male-dominated structure in working life, the roles attributed to women in society and certain stereotypes, female individuals cannot take on managerial positions, and despite their qualifications and skills, they are faced with the pressures of their male and female colleagues.

The aim of this study is to reveal the theoretical information on the subject with a literature review and to make an examination about the concept of "glass ceiling" by considering the results of the studies conducted around the world. For this purpose, a literature review on the 'glass ceiling' theme has been made and theoretical information has been presented. The study examines the concept of biological sex and gender, gender stereotypes, prejudices and roles, the historical development of the female workforce abroad and in Turkey, the definition of the glass ceiling concept and the glass ceiling barriers experienced by women, the factors leading to these barriers. With this study, it is also aimed to make the regulations and the measures clear that can be taken against barriers caused by glass ceiling, and to reveal what can be done in the process of combating the glass ceiling effect. In this study, some similar studies in the literature are examined in order to reveal how intensely and to what extent the glass ceiling makes a negative impact on women in working life in Turkey and abroad today, and obtained results are presented in order to make an evaluation.

The study examines the concept of biological sex and gender, gender-related stereotypes, prejudices and roles, the historical development of the female workforce abroad. It also explains the concept of glass ceiling and the factors that cause the glass ceiling effect experienced by women, and reveals the measures / methods that can be taken / implemented against the glass ceiling effect. This study also presents the results of some similar studies in the literature in order to reveal how intensely and to what extent the glass ceiling makes a negative impact on women in working life in Turkey and abroad today.

2. Concept of Biological Sex and Gender, Gender-Related Stereotypes, Prejudices and Roles

The concept of biological sex consists of biological sex characteristics such as chromosomes, internal and external reproductive organs, hormonal structure and secondary sex characteristics (Öztürk & Uluşahin, 2015). Biological sex is also defined as the physiological and biological differences or (Leblebici & Karcıoğlu, 2014) characteristics that result from an individual being male or female (Akın & Demirel, 2003) and includes two types of individuals within the same species that have reproductive differences (Beauvoir, 2019).

Differences in thinking about whether the dissimilarities between male and female individuals are based on biological or social reasons have been effective in the emergence of the concept of biological sex and gender (Dökmen, 2019). While the concept of biological sex refers to reproductive organs, the concept of gender includes social rules based on sex (Eckert & Ginet, 2003). In contrast to the concept of biological sex, which centers on the distinction between physical and biological characteristics, the concept of gender focuses on culture, social rules and values (Naylor, 1999). Gender determines how an individual is perceived by society because of his or her sex, and how women and men should look, think, feel, perceive and behave (Helman, 1990). Gender can also be expressed as psychological characteristics that are linked to the biological characteristics of the individual (Dökmen, 2019). The concept of gender, which individuals learn and internalize from birth (Clarke & Braun, 2012), has a broader meaning than the concept of biological sex in terms of explaining the roles of men and women in society (Robbins & Barnwell, 2002). The concept of gender, which includes the cultural construction of male and female characteristics (Kottak, 2002), can be used as a practice based on inequality, especially in societies with a patriarchal structure.

Judgments that include knowledge, beliefs and expectations of individuals about a certain group are conceptualized as stereotypes (Köşgeroğlu, 2010). The concept of prejudice, on the other hand, is the way

individuals treat and evaluate other individuals according to their group belonging. Prejudice represents unchangeable, negative beliefs and thoughts towards a certain group and as a result thereof, social differentiation emerges (Bilgin, 1994). The division of male and female individuals into two separate groups by society and the characteristics expected from these groups are called gender stereotypes (Dökmen, 2016). Gender stereotypes are shaped by the cultural characteristics of the society in which individuals live. This shaping effect can become a pressure factor and make a negative impact on individuals, causing women and men to behave according to the expectations of the society (Ersöz & Günindi, 2010; Giddens, 2008). The socio-cultural structure in which individuals exist and the social expectations related to their status within this structure, their responsibilities and the rules that include their interactions with people are defined as concept of role. Gender roles, on the other hand, are the duties and responsibilities assigned by the society to the individual different from those of the opposite sex based solely on being a woman or a man (Zeybekoğlu, 2013). Individuals who are born as a female or male grow up learning to be a woman or a man based on the roles determined by society regarding gender (Günay & Bener, 2011).

In adulthood, society expects individuals to behave according to the gender roles assigned to them (Giddens, 2008). In traditional societies based on patriarchal organization, male individuals dominate over female individuals in many areas, and gender stereotypes in these societies have determined the main duties of women as being a wife, mother, childcare and household work. Within the male-dominated social structure, male individuals have roles of leadership and authority within the family, are more economically active and independent, and are decisive in revealing in what direction gender stereotypes exist. In working life, male individuals continue to hold managerial positions, while female individuals can only have a say in management up to a certain level or are seen in assistant manager roles.

Although stereotypes about gender roles include general judgments in many countries of the world, the approach to female individuals is also highly influenced by the cultural structure of the countries, especially in eastern societies, the attitude and the way of thinking towards women is observed to be more negative than in western societies (Wilson, 1995). When individuals engage in behaviours that do not comply with gender roles, they may cause discomfort in society and face sanctions such as exclusion and condemnation. This situation pushes individuals to exhibit behaviours as required by gender roles. Although women are more economically active today than in the past and have achieved economic independence, society expects women who are involved in working life not to neglect their husbands, children and household responsibilities.

As a result, the roles and responsibilities attributed to women from birth within the scope of stereotypes, prejudices and gender roles in society have prevented women from taking part in all occupational groups. Especially in some occupational groups, they have caused women to remain in a lower level of managerial positions. Accordingly, women in working life have had to struggle with various problems and obstacles while trying to simultaneously fulfill the household duties and responsibilities that society expects from them and the duties and responsibilities they have to fulfill in their professional lives.

3. The Historical Process of Women's Involvement in The Employment Abroad and in Turkey

Gender difference has been an important factor in the creation and shaping of social, cultural and economic systems since the existence of humanity. In the early days of humanity, men were responsible for the need of hunting, shelter and protection for the group they belonged to, while women were taking on the task of gathering food and raising future generations. On the basis of physical difference, (Beauvoir 2019, p. 79) argues that the role differences that emerged in primitive societies regarding the provision of food also led to the first gender-based economic division of labor in society.

In the transition from the past to today's modern societies, the differentiation of production and distribution methods has brought sociological changes, and women have begun to engage in different situations and economic activities under different conditions (Berktay, 2012). On the other hand, the expansion of agricultural areas required people to use heavier tools, which again caused women to experience difficulties, especially in terms of physical power. Despite the changes that occurred as a result of the transition of society to a settled way of life, the developmental characteristics of the means of

production directed women from the stage of production, in which they had a limited role, to household work (Beauvoir, 2019).

The gender role assigned to women was suppressed in the middle ages in the face of the social and legal superiority of men (Shahar, 2003). In the feudal period, when female labor force was mostly used in agricultural activities, land ownership belonged to men and women could only own feudal land in the absence of male heirs (Beauvoir, 2019). Technological developments that occurred as a result of the Industrial Revolution in the 18th Century and the invention of tools facilitating production led to the division of labor and specialization and increased the need for female labor force. During this period, the female labor force migrated to the cities and was forced to work as worker for low pay under difficult conditions that did not require any qualifications. It was at the end of the 19th century (Taş, 2016) during World Wars I and II that women started to seek their rights. Women increased their share in the labor force by replacing men who were under arms in working life (Aytaç, 2001).

In the following periods, especially technological developments and changes, educational opportunities, changes in the family structure and positive changes in other services have created new working areas and new production processes that provide new job opportunities for women. Since the mid-21st century, especially in western countries, protective legal policies such as the prohibition of women's employment in some sectors have started to be implemented (Kocacık & Bilican, 2005).

When the social role of women in Turkey is examined, it is known that in the Hittites, one of the oldest civilizations living in Anatolia, dating back to 1600 BC, women had social priority, the country was ruled by a woman and women could own property (Doğramacı, 1982). However, women were removed from the social life during the Ottoman Empire (Makal, 2010). Until the Republican period, the very low level of education, social prejudices, and the adoption of the idea that women's place is inside the home prevented women from taking a continuous and active role in working life (Doğramacı, 1993). In this period, women could only do household works, domestic production of goods and farming (Tigince, 1998).

With the establishment of the Republic of Turkey in 1923, radical changes in society enabled women to take part in all areas of social life. In the early period of the Republic, women were able to work as employees in fields and factories and as civil servants in the public sector (Altan, 1980). As a result of the progress in industrialization, women entered the labor force at a higher rate as wage earners and workers (Makal, 2010). Improvements in women's rights after the early years of the Republic brought the percentage of women's involvement in the labor force to 81.5% in the 1950s (Tansel, 2002).

Women started to play a more active role in working life in the world and in Turkey after the 1970s and made efforts to take managerial positions, but they had to struggle with many obstacles (Şimşek et al., 2007). Although the development in female labor force in Turkey generally shows parallelism with the developments in the world (Makal, 2010), it can be stated that women in Turkey have a noticeable disadvantage in professional working life for many reasons (Öztürk & Kılıç, 2014).

4. The Concept of Glass Ceiling and The Factors Causing Glass Ceiling Effect

The "glass ceiling" concept first emerged in the United States. In 1977, the concept was mentioned in the book "Women and men in companies" by Kanter, and two female executives of Hewlett-Packard, Lawrence and Schreiber, made a presentation on the glass ceiling concept at the National Press Club in 1979. Bryant used the concept of Glass Ceiling in her article "Working Women" published in Adweek magazine in 1984 (Falk & Grizard, 2005).

The concept was first used in its full meaning in 1986 by Hymovitz and Schelhardt in a Wall Street Journal article on "women in business" (Jackson, 2001). Hymowitz and Schelhard (1986) express the concept as invisible barricades that prevent women from reaching top managerial levels and emphasize with the "Transparent Ceilings" discourse that women's achievements and talents are ignored, that there are invisible, transparent but impassable barriers between women employees and top management and that these barriers prevent women employees from the promotion.

The Glass Ceiling is defined as invisible, artificial barriers and boundaries that prevent women in particular from reaching senior managerial positions in working life as a result of certain prejudices in

society and organizations (Wirth, 2001). In other words, glass ceiling represents transparent barriers that prevent female employees from promoting to top management positions in companies (Powel & Butterfiled, 1994). This theory, which represents the invisible and insurmountable barriers between working women and top management levels that prevent women from advancing, reveals that women are prevented from advancing because of their gender and that female employees feel oppressed under the glass ceiling (Hymowitz & Schelhard, 1986).

The concept of glass ceiling, which has various definitions in many different sources, is not limited to women, ethnic minorities, men (Lockwood, 2004) and individuals with disabilities can also experience glass ceiling effect in career processes like women (Braddock & Bachelder, 1994). The definition (Babita, 2006), in which the ceiling metaphor emphasizing the limit is used -for the aforementioned reasons- to represent a barrier that can be felt even though it is not based on concrete reality, due to which an employee who can be in the upper managerial levels works in the lower levels of the organization and is prevented from the promotion, is used in this study mainly for female employees and so as to cover all the obstacles and injustices that prevent women who want and strive to move to senior managerial positions in the organization from rising (Lockwood, 2004).

Although the number of female managers in working life has been increasing in recent years, it is seen that the number of female employees in senior management positions is still not at a very high level (Mizrahi & Aracı, 2010) and women are still mostly employed in middle-level managerial positions (Vianen & Fischer, 2002). The studies conducted in the world and in Turkey show that gender-based glass ceiling barriers are categorized in different ways.

As can be seen in Table 1, the factors that cause the glass ceiling effect are classified into three categories: individual, organizational and social factors (Dreher, 2003; Weyer, 2007).

Table 1. Factors Causing the Glass Ceiling Effect

Factors Causing the Glass Ceiling Effect		
Individual Factors	Organizational Factors	Social Factors
Taking on Different and Many Roles Personal Choices and Perceptions	Organizational Culture and Policy Insufficient Guidance Services Inability to Participate in Informal Communication Networks Employment Long-term Employment of Employees Practices on Career and Promotion Opportunities	Gender-based Grouping of Occupations Stereotypes, Judgments and Prejudices Related to Gender RolesModel of Glorified Leadership

Source: Dreher, G. F. (2003). Breaking the Glass Ceiling: The Effects of Sex Ratios and Worklife Programs on Female Leadership at the Top, Human Relations.

Snavely (1993) states that male dominance causes the glass ceiling effect in working life and explains the reasons for male dominance as follows:

Table 2. Causes of Male Dominance

Causes of Male Dominance
Stereotypes about women, Lack of Communication between Female Employees and Male Employees Alignment of Career and Job Descriptions with Male Needs Men Not Preferring to Work with Women

Source: Snavely, K. (1993). "Managing Conflict Over the Perceived Progress of Working Women", Business Horizons, 36(2), 17-22.

Even if female employees have higher levels of education, they are concentrated in specific jobs, often in jobs with lower social prestige and wage than male employees, or in jobs that are a continuation of their roles as a woman / mother. Female unemployment rate is also higher worldwide (Bierema, 2001).

Today, it is stated on all platforms that there are inequalities in the working conditions of women working at the managerial level of companies and organisations. Even if the findings are not official, they reveal that employers use gender as a control mechanism over women (Wrigh, 2015). This situation also varies according to the culture of the country and behaviours are influenced by culture (Oxoby, 2015).

Even if the findings are not official, they reveal that employers particularly use gender as a control mechanism over women (Wrigh, 2015). This situation also varies according to the culture of the country and behaviours are influenced by culture (Oxoby, 2015).

The individual-based classification of glass ceiling barriers, which constitute the biggest obstacle for women in working life, is given in the table below.

Table 3. Individual-Based Classification of Glass Ceiling Barriers

Glass Ceiling Barriers		
Barriers Set by Male Managers	Barriers Set by Female Managers	Self-imposed barriers
Male Perspective in Patriarchal Culture Roles assigned to women such as motherhood and wifehood Being Perceived as Inadequate in terms of personality, determination and resilience Communication Difficulties Protectionist approach towards women	The desire to be unrivalled Not supporting and preventing the promotion of female employees who they think do not put in as much effort as they do, Supporting male employees "Queen Bee Syndrome" Adopting male patterns of behaviour, Treating women with stereotypes	Adoption of a conformist viewpoint, Belief that the system cannot be changed Having to support the system Lack of belief in self-improvement and in changing conditions, Discouragement in fulfilling career requirements Lack of self-confidence, Aimlessness

Source: Yaylacı, G. Ö. (2004). "Kadın Yöneticiler İçin Kariyer Gelişmelerinde Örgüt İçi Kişilerarası İlişki Ağlarını Yönetmek", Kadın Çalışmalarında Disiplinler Arası Buluşma Sempozyumu, Yeditepe Üniversitesi İstanbul, Türkiye.

The glass ceiling is the barriers based on the gender, not the qualifications, of female employees in working life (Zel, 2002). Female employees may have to make much more effort than male employees in order to stand against traditional practices in business life, to be successful, to make themselves accepted and to reach the career they want (Şimşek et al., 2007). This situation negatively affects women's work efficiency in their working life and may give women employees a sense of learned helplessness that the situation will not change (Dündar, 2013).

5. Consequences of The Glass Ceiling Effect, Measures to Prevent The Glass Ceiling Effect

Women who try to advance in their careers in working life face gender-based stereotypes and prejudices, especially by managers. Female employees, who are expected to behave in line with gender roles determined by society, cannot reach top managerial positions due to unfair wage policies, insecure attitudes towards women and hit an invisible, transparent wall. This situation creates a number of negative consequences for female employees.

The classification of the consequences of the glass ceiling effect can be seen in the table below:

Table 4. Individual and Organizational Consequences of the Glass Ceiling

Consequences of the Glass Ceiling Effect	
Individual Consequences of the Glass Ceiling	Organizational Consequences of the Glass Ceiling
Work alienation, Job Dissatisfaction Decreased Commitment to the Business Loss of Motivation Assuming Multiple Roles Underperformance	Increasing Costs Increase in Absenteeism Decline in service and productivity quality High labour turnover

Source: Snavely, K. (1993). "Managing Conflict Over the Perceived Progress of Working Women", Business Horizons, 36(2), 17-22.

Knutson and Schmidgall (1999) describe the methods and strategies to prevent the glass ceiling syndrome as follows:

• Regulation of legal structures and procedures to prevent gender discrimination by central governments

• Merit-based, non-biased approaches to equal application of labour laws, hiring and promotion procedures, and the implementation of related plans and programs.

• Providing women with opportunities to develop their skills and guidance in the career process.

- Providing female investors with equal opportunities with men

Schneer & Reitman (2002)

- Performance enhancement
- Receiving academic and field-oriented education
- Participation in career development trainings
- Working together with a mentor
- Improving social relationships and communications

Measures that can be taken against the Glass Ceiling are also classified as organizational as well as individual on the basis of women.

Table 5. Measures to Prevent the Glass Ceiling Effect

Measures to Prevent the Glass Ceiling Effect	
Organizational Measures	Individual Measures
Supporting Female Employees with Trainings and Creating a Motivational Force Using Scientific Data on Female Managers. Protecting Women's Labour Rights, Providing them with Social Services by Making Regulations on Motherhood Supporting Women in Entrepreneurship Increasing and Supporting Female Cooperation	Building Positive Communication Building Self-Confidence Correct Analysis of Organisational Culture Becoming Familiar with New Regulations Balancing Family and Work Life

Source: Şimşek, M.Ş, Çelik, A., Akatay, A. (2007). Kariyer Yönetiminde Güncel Bir Kavram Olarak Cam Tavan Sendromu ve Kadın Yöneticiler Boyutu. Kariyer Yönetimi ve İnsan Kaynakları Yönetimi, Uygulamaları, Ankara: Gazi Kitabevi.

In the report published by the Organization for Economic Cooperation and Development (OECD) in 2019, it is stated that Turkey has the lowest female labour force participation rate among the member countries of the organization. According to 2017 figures, female labour force participation rate is 33.6% in Turkey, 43% in Mexico and 44.7% in Greece. It is emphasized that the countries with the highest female labour force participation rates are Iceland with 78.7%, Sweden with 70%, Estonia with 67.2% and Norway with 67.1% (www.tr.euronews.com oecd-de-kadinlarin-is-gucune-katilim-oraninin-en-dusuk-oldugu-ulke-turkiye, 2019).

According to the results of the Address Based Population Registration System (ABPRS), obtained in 2021, 49.9% of the total population in Turkey consist of women and 50.1% consist of men (www.TÜİK Address Based Population Registration System Results, 2021).

According to the results of the National Database on Education Statistics, the proportion of individuals aged 25 years and over with at least one level of education in the total population is 92.9% in 2020. In 2020, the proportion of those who have completed at least one level of education is 87.7% for women and 98.1% for men.

The proportion of the population aged 25 years and over with at least a university degree in the total population is 21.1% in 2020. When this rate is analysed by gender, the proportion of women aged 25 years and over with at least a university degree is 19.9% and the proportion of men is 24.4% in 2020.

According to the results of the household labour force survey, the proportion of people aged 15 and over who are employed in Turkey is 42.8% in 2020, which is 26.3% for women and 59.8% for men. According to the results of the research, the labour force participation rate of illiterate women in 2020 is 12.4%, the labour force participation rate of women with lower level of high school education is 24.1%, the labour force participation rate of women graduated from high school is 29.9%, the labour force participation rate of women graduated from vocational or technical high school is 37.0%, and the labour force participation rate of women graduated from universities is 65.6%. According to the results of the same research conducted in 2020, the employment rate of women in the 25-49 age group with children under the age of 3 was 25.2%, while the employment rate of men was 85.5%. In 2020, the rate of women in senior and middle managerial positions in organizations is stated as 19.3%. According to the data of the

Ministry of Foreign Affairs, the ratio of female ambassadors in 2021 was 26.5%, while the ratio of male ambassadors was 73.5%. According to the data of the Grand National Assembly of Turkey, the number of female deputies among 582 deputies was 101 and the number of male deputies was 481 as of the end of 2021. According to higher education statistics, 32.4% of professors in higher education in the 2020-2021 academic year are women (www.data.tuik.gov.tr/Bulten/Index?p=Istatistiklerle-Kadin, 2021).

6. Studies on The Glass Ceiling Effect

Gender studies conducted on the working conditions in organizations reveal that women working in organizations managed with a modern management approach work under better conditions than women working in organizations managed with a traditional management approach. Studies also reveal that there are still some problems in the representation of women even if the managerial approach is different. Examples of these problems include the fact that female employees are employed in lower level of employment than male employees despite their qualifications, and that they are left behind in decision-making mechanisms compared to male managers (Sobering, 2014).

In another study on American political life, it is seen that male individuals have a dominant presence in American political life compared to female individuals. It reveals that women candidates have not been able to achieve their goals sufficiently, despite the fact that women candidates have carried out as successful studies as male candidates and have received as many votes as male candidates (Schneider, et al., 2014).

Studies on promotion reveal that women are not given enough career opportunities and are not promoted at the same level as male employees (McCarthy, 2015). A study conducted in the health sector in the United States between 1990 and 2000 reveals that female employees are far behind male employees in terms of salary and promotion. In the study, female employees state that they do not feel that they are given as many career opportunities as their male colleagues. In the results of the study, it is emphasized that the conditions for the promotion to senior managerial positions are very difficult for female managers (Park, et al., 2014).

A study conducted in 2010 by Skillset on the promotion opportunities of women working in the UK creative media industry revealed that the presence of female employees in the sector is 46%. Although the proportion of female employees working in the publishing industry is 61%, the proportion of female employees in the gaming industry is 5% and the proportion of female employees in the radio industry is 47%. The study states that women suffer from gender discrimination and do not have the same promotion opportunities as their male colleagues (Hesmondhalgh & Baker, 2015).

A cross-country study has attempted to demonstrate that differences between men and women are perceptual and vary by country. Differences between men and women are perceived in terms of behaviour in Bolivia, Peru, New Zealand and Scotland, while they are perceived in terms of power in Nigeria, Japan and North Africa. The results of the research have revealed that the high level of development of countries decreases the difference between male and female stereotypes (Triandis, 1994).

A survey conducted among members of the American Management Society, reveals that 69% of women think that it is more difficult for women to be promoted in an organization than men. 90% of this group sees the stereotypical ideas of male managers as the reason for this situation. Other reasons why it is more difficult for women to promote compared to men are difficulties in communication, lack of vision, and the inadequacy to know the games in business life. According to 72% of the women who participated in the study, women feel under high levels of pressure to perform well. 81% of the women felt that this pressure negatively affects women's private lives more than it does men's. (www.ugurzel.com/Makaleler/kralicearisendromu.htm, 1999).

A study on the significantly low female involvement in senior management in business life around the world reveals that although the proportion of women in business life is 60% in European Union countries, this rate is very low in senior positions. According to a 2012 report by the European Commission, only 13.7% of the chairing persons of large companies are women (www.tusiad.org.tr, http://www.tusiad.org.tr/bilgi-merkezi/fikir-ureten-fabrikadan/ust-yonetimde-kadin-temsili--avrupa-birligi-ve-turkiyedeki gelişmeler, 2012). According to a study conducted by Grant Thornton, an

international independent audit firm, the representation rate of women in senior management was 21% worldwide in 2012. (www.grantthornton.com › careers › pdfs, 2012).

In a study examining how the glass ceiling phenomenon makes an impact on women's selection, promotion and effectiveness in the Asian countries, it is stated that the glass ceiling is a global phenomenon and that the public sector struggles with this phenomenon as much as organizations in the private sector. In the study, it is emphasized that work and family conflict is very effective in the context of glass ceiling due to cultural characteristics in Asian countries, especially in South Asia. It is also emphasized in the study that even in the 21st century, the glass roof effect continues to make its presence felt and that organizational policies and special law practices can provide resistance against the glass ceiling (Saleem, et al., 2017).

Another study reveals that female employees face various limitations in leadership positions, and that factors such as the idea that leadership positions are more suitable for men, gender-based inequality, discrimination, and envy by other female employees limit women's success as leaders. The study also emphasizes that in traditional societies and administrations, leaders are expected to have masculine characteristics due to unwritten rules (www.rithink.hr brochure pdf, Breaking the Glass Ceiling through Self-Actualization and Performance Improvements in Croatia, 2014).

7. Conclusion

In the 21st century, women have started to be employed in fields where men can work and to take as active a role in management as men. Despite female inclusion in economic life and their involvement in every stage of production processes over time, various problems have started to come to the agenda as a result of the desire of female employees to promote to senior managerial positions in organizational life. The concept of Glass Ceiling emerged in this context and took its place in the literature as the invisible, transparent barriers that women face in working life (Powel & Butterfiled, 1994). Although female individuals are not different from male individuals in terms of qualifications and competencies in today's modern organizational management approach, they may experience various problems due to the glass ceiling effect and may be exposed to various discrimination.

In this study, a literature review on the relevant subject has been conducted and theoretical information has been presented. As a result of the examination of some studies conducted in the field, it has been determined that female employees face social stereotypes, prejudices and behavioural expectations in accordance with gender roles in the process of reaching senior career positions.

From the findings obtained, it was also concluded that the glass ceiling effect made its presence felt in organizations that are actively present in professional working life all over the world and that it is generally caused by similar reasons.

The study has also revealed the results of the queen bee syndrome, which is another expression related to the existence of female managers who adopt the behaviour patterns of men, approach and treat women with stereotypes. Among the other results of the study is that the number of female senior executives in Turkey and abroad is lower than the number of male individuals and that women are unable to reach top managerial positions. It can be stated that minimizing the effects of the glass ceiling, which is a global phenomenon, on women's working life will be possible only if managers who are open to innovations, educated, transparent and visionary develop various organizational measures together with female employees. It is possible to state that a change in gender roles and the attitude towards women in traditional societies is also linked to improving the level of education in society, regardless of gender. It can also be stated as a necessity to offer equal career opportunities to all employees in organizations, to support women with various trainings for working life and to increase their self-confidence levels. It is possible to state that making the necessary regulations on women's working lives on the legal platform can also provide effective solutions to the glass ceiling barriers that female employees face in their professional lives.

References

Akın, A., & Demirel, S. (2003). *Toplumsal cinsiyet kavramı ve sağlığa etkileri. C. Ü. Tıp Fakültesi Dergisi*, *25*(4), 73-82.https://docplayer.biz.tr/6804512-Toplumsalcinsiyet-kavrami-ve-sagliga-etkileri.html. [Accessed: 06 May 2022].

Altan, Ö. Z. (1980). *Kadın işçiler ve Türkiye'de kadın işçilerin 1457 sayılı iş kanununa göre korunması*. Eskişehir İktisadi ve Ticaret İlimleri Akademisi Yayınları.

Andrijasevic, A., Kuznin, M., & Samardzija J. (2014). Breaking the glass ceiling through self-actualization and performance improvements in croatia. *RIThink,* (4), 3-9.

Aytaç, S. (2001). *Çift kariyerli eşler ve çalışma yaşamındaki yeri*. Ezgi Kitabevi.

Aytaç, S., & Sevüktekin, M. (2002). *Çağdaş sanayi merkezlerinde kadın işgücünün konumu: Bursa örneği*. Yorum Yayınları.

Babita, Mathur-H. (2006). Women and the glass ceiling in south Africa banks: an illusion or reality?. *Women in Management Review*, *21*(4), 311-326.

Beauvoir, S. D., (2019). *İkinci cinsiyet*. Koç Yayınları.

Berktay, F., (2013). *Feminist teoride açılımlar*. In Yıldız Ecevit, Nadide Karkıner (Ed.), Toplumsal cinsiyet çalışmaları (pp.4-23), Anadolu Üniversitesi.

Bierema L. L. (2001). Women, Work, and Learning, *New directions for adult and continuing education*, (92), 53-62. https://doi.org/10.1002/ace.40

Bilgin, N. (1994). *Sosyal bilimlerin kavşağında kimlik sorunu*. Ege Yayıncılık.

Birgit, W. (2007). Twenty years later: Explaining the persisitance of the glass ceiling for women leaders. *Women in Management Review*, *22*(6), 482-496.

Braddock, D., & Bachelder, L. (1994). *The Glass Ceiling and Persons with Disabilities*. The Glass Ceiling Commission U.S. Department of Labor.

Clarke V., & Braun V. (2012). *Toplumsal cinsiyet*. In Dennis Fox, Isaac Prilleltensky & Stephanie Austin (Ed.), Eleştirel psikoloji içinde (pp. 31-51), Ayrıntı Yayınları.

Doğramacı, E. (1982). *Türkiye'de kadın hakları*. Üniversal Kitapevi.

Doğramacı, E. (1993). *Atatürk'ten günümüze sosyal değişmede Türk kadını*. Atatürk Kültür, Dil ve Tarih Yüksek Kurumu Atatürk Araştırma Merkezi.

Dökmen, Z. (2019). *Toplumsal cinsiyet ve sosyal psikolojik açıklamalar*. Remzi Kitabevi.

Dündar, G. (2013). *İnsan kaynakları yönetimi*. Beta Yayıncılık.

Dreher, G. F. (2003). Breaking the glass ceiling: the effects of sex ratios and worklife programs on female leadership at the top, *Human Relations, 56*(5), 541-562. https://doi.org/10.1177/0018726703056005002.

Eckert, P., & McConnell-Ginet, S. (2003). *Language and gender*. Cambridge University Press, https://ebookcentral.proquest.com. [Accessed: 18 December 2021].

Ersöz, G. A. (2010). Türk atasözleri ve deyimlerinde kadına yönelik toplumsal cinsiyet rolleri. *Gazi Türkiyat Türkoloji Araştırmaları Dergisi, 1*(6), 167-182.

Falk, E., & Grizard, E. (2005). The glass ceiling persists: women leaders in communication companies. *Journal of Media Business Studies, 2*(1), 23-49.

Fettahlıoğlu, O., & Çelik A. (2007). *Kariyer yönetiminde güncel bir kavram olarak cam tavan sendromu ve kadın yöneticiler boyutu*, In Şerif Şimşek, Adnan Çelik, Ayten Akatav (Ed.) Kariyer yönetimi ve insan kaynakları yönetimi uygulamaları. Gazi Kitabevi.

Helman, C. G. (1990). *Culture, health and illness*. Elsevier.

Hesmondhalgh, D., & Baker, S. (2015). The social review journal sex, gender and work segregation in the cultural industries. *The Sociological Review*, https://doi.org/10.1111/1467-954X.12238.

Hu T., & Myeong-Y. (2008). Is The glass ceiling cracking? A simple test, *Discussion Paper*, 3518, 1-20.

Hymowıtz, C., & Schellhardt, T. D. (1986). The glass ceiling: Why women can't seem to break the invisible barrier that blocks them from the top jobs. *The Wall Street Journal, 24*(1), 1573-1592.

Jackson, Janet C. (2001). Women middle managers perception of the glass ceiling. *Women in Management Review, 16*(1), 30-41.

Kocacık, F., & Bilican Gökkaya, V. (2005). Türkiye'de çalışan kadınlar ve sorunları. *Cumhuriyet Üniversitesi İktisadi ve İdari Bilimler Dergisi, 6*(1), 195-219.

Kottak, Condrad P. (2002). *Antropoloji insan çeşitliliğine bir bakış*. Ütopya Yayınevi.

Köşgeroğlu, N. (2010). *Kalın duvar ince zar*. Alter Yayıncılık.

Knutson, Bonnie J., & Scmidgall, Raymond, S. (1999). Dimensions of the glass ceiling in the hospitality industry. Cornell Hotel and Restaurant Administration Quarterly, 64-75. https://doi.org/10.1177/001108049904000618.

Leblebici, Y., & Karcıoğlu, F. (2014). Kadın yöneticilerde kariyer engelleri: "Cam tavan sendromu" üzerine bir uygulama. *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi, 28*(4), 1-20.

Lockwood, N. (2004). The glass ceiling: Domestic and international perpectives. Research Quarterly, 1-49.

Makal, A. (2010). Türkiye'de erken cumhuriyet döneminde kadın emeği. *Çalışma ve Toplum Ekonomi ve Hukuk Dergisi, 2*(25), 13-36.

Mizrahi, R., & Aracı, H. (2010). Kadın yöneticiler ve Cam Tavan Sendromu Üzerine Bir Araştırma, *Organizasyon ve Yönetim Bilimleri Dergisi, 2*(1), 149-156.

McCarthy, C. (2015). What advice can you give women to encourage them in their careers?. *Recruiting & Retaining Adult Learners, (18)*2, 3-3. https://doi.org/abs/10.1002/nsr.30099.

Negiz, N., & Yemen, A. (2011). Kamu örgütlerindeki kadın yöneticiler: Yönetici ve çalışan açısından yönetimde kadın sorunsalı. *SDÜ Fen Edebiyat Fakültesi Sosyal Bilimler Dergisi,* 24, 195-214.

Naylor, J. (1999). *Management*. London Financial Times Professional Limited.

Robbins, Stephen P., & Barnwell, N. (2002). *Organisation theory: Concepts and cases*. Pearson Education.

Oktar, T. (1998). *Osmanlı toplumunda kadının çalışma yaşamı: Osmanlı kadınları çalışma cemiyet-i islamiyesi*. Bilim Teknik Yayınevi.

Oxoby, M. (2015). The ages of wonder women: Essays on the amozon princess in changing times. *The Journal of American Culture, 38*(3), 316-317.

Örücü, E., Kılıç, R.., & Kılıç, T. (2007). Cam tavan sendromu ve kadınların üst düzey yönetici pozisyonuna yükselmelerindeki engeller: Balıkesir ili örneği. *Yönetim ve Ekonomi Dergisi, 14*(2): 117-135, http://dergipark.ulakbim.gov.tr/yonveek/article/view. [Accessed: 19 January 2022].

Öztürk, S., & Kılıç D. (2014). Türkiye' de kadınların işgücüne katılımı önündeki engeller ve çözüm yolları: Bir ampirik uygulama. *Amme İdaresi Dergisi, 47*(1), 107-130.

Öztürk, M., & Uluşahin A. (2015). Ruh sağlığı ve bozuklukları, *Psychiatric Society Journal*, 11, 6-30.

Park, S., G., Kang, H., J., Lee Hyung R., & Kim, S., J. (2014). The effects of LMX on gender discrimination and subjective career success, *Asia Pacific Journal of Human Resources page*. https://doi.org/10.1111/1744-7941.12098.

Peter K., & Villeval M. C. (2015). Are women more attracted to co-operation than men?, *The Economic Journal*. https://doi.org/10.1111/ecoj.12122.

Powell, G. N. & Butterfield, D. A. (1994). Investigating the glass ceiling phenomenon: An empirical study of actual promotions to top management, *Academy of Management Journal, 37*(1), 68-86.

Redman, B.T. (2012). Üst yönetimde kadın temsili: Avrupa birliği ve Türkiye'deki gelişmeler. http://www.tusiad.org/bilgi-merkezi/fikir-ureten-fabrikadan/ust-yonetimde kadintemsili--avrupa-birligi-ve-turkiyedeki-gelismeler. [Accessed: 02 May 2022].

Rozi, M., & Aracı, A. (2010). Kadın yöneticiler ve cam tavan sendromu üzerine bir araştırma, *Organizasyon ve Yönetim Bilimleri Dergisi, 2*(1), 149-156.

Saleem, S., Rafiq, A., & Yusaf, S. (2017). Investigating the glass ceiling phenomenon: An empirical study of glass ceiling's effects on selection-promotion and female effectiveness. *South Asian Journal of Business Studies, 6*(1),1-19. https://data.tuik.gov.tr/Bulten/Index?p=Istatistiklerle-Kadin-2021-45635. [Accessed: 13 March 2021].

Schneer, A.J. & Reitman, F. (2002). Managerial life without a wife. *Journal of Business Ethics*, 37, 25-38.

Schneider, M. C., Holdman, M. R., Diekman, A. B., & McAndrew, T. (2016). Power, conflict, and community; How gendered views of political power influence women's political ambition, *Political Psychology, 37*(4), 510-515.

Shahar, S. (2003). The fourth estate: A history of women in the middle ages. https://ebookcentral.proquest.com, http://www.rithink.hr › brochure › pdf › vol4_2014. [Accessed: 22 January 2022].

Şimşek, H. (2011). Toplumsal cinsiyet eşitsizliğinin kadın üreme sağlığına etkisi: Türkiye örneği. *Dokuz Eylül Üniversitesi Tıp Fakültesi Dergisi, 25*(2), 119-126.

Şimşek, M.Ş, Çelik, A., & Akatay, A. (2007). Kariyer yönetimi ve insan kaynakları yönetimi uygulamaları. Gazi Kitabevi.

Snavely, K. (1993). Managing conflict over the perceived progress of working women. *Business Horizons, 36*(2), 17-22.

Sobering, K., Thomas, J., & Williams C.L. (2014). Gender in/equality in worker-owned businesses. *Sociology Compass, 8*(11), 1242–1255.

Tansel, A. (2002). İktisadi kalkınma ve kadınların işgücüne katılımı: Türkiye'den zaman serisi kanıtları ve illere göre yatay kesit kestirimleri, *ERC Working Papers in Economics*, 01/05T, 1-31.

Taş, G. (2016). Feminizm üzerine genel bir değerlendirme: Kavramsal analizi, tarihsel süreçleri ve dönüşümleri, *Akademik Hassasiyetler, 3*(5), 163-175.

Thornton, G. (2012). Women in senior management. International Business Report. https://www.grantthornton.com › careers › pdfs. [Accessed: 22 January 2021].

Toksoy, R., (2012). Üst yönetimde kadın temsili: Avrupa birliği ve Türkiye'deki gelişmeler, http://www.tusiad.org.tr/bilgi-merkezi/fikir-ureten-fabrikadan/ust-yonetimde-kadin-temsili--avrupa-birligi-ve-turkiyedeki gelişmeler. [Accessed: 17 March 2022].

Triandis, Harry, C. (1994). *Culture and social behavior*. McGraw-Hill.

Ünay, G., & Özgün, B. (2011), Kadınların toplumsal cinsiyet rolleri çerçevesinde aile içi yaşamı algılama biçimleri, *TSV, 15*(3), 157-171.

TÜİK (2021) https://data.tuik.gov.tr/Bulten/Index?p=Istatistiklerle-Kadin. [Accessed: 15 February 2022].

TÜİK (2021) Adrese Dayalı Nüfus Kayıt Sistemi Sonuçları. [Accessed: 15 February 2022].

TÜİK (2020) Ulusal Eğitim İstatistikleri Veri Tabanı, 2020, TÜİK, Hane halkı İşgücü Araştırması. [Accessed: 19 March 2022].

Van Vianen, A.E.M., & Fischer, A.H. (2002). Illuminating the glass ceiling: The role of organizational culture preferences. *Journal of Occupational and Organizational Psychology, 75*(3), 315-337.

Varoğlu, B. D. (2001). *Örgütsel yaşamda toplumsal cinsiyet rolleri*, In Salih Güney (Ed.), Yönetim ve organizasyon. Nobel Yayın Dağıtım.

Weyer, B. (2007). Twenty years later: explaining the persisitance of the glass ceiling for women leaders. *Women in Management Review, 22*(6), 482-496.

Weyer, B. (2006). Do Multi–source feedback instruments support the existence of a glass Ceiling for women leaders. *Women in Management Review, 21*(6), 441-457.

Wilson, Fiona, M. (1995). *Organizational behaviour and gender.* McGrawHill Book Company.

Wırth, L. (2001). *Breaking through the glass ceiling: Women in management*. International Labour Organization.

Wright, T. (2015). Women's experience of workpalce interactions in Male-dominated work: The intersections of gender. Sexuality and Occupational Group, Journal of Gender. https://doi.org/10.1111/gwao.12074. [Accessed: 12 March 2022].

Yaylacı, G. Ö. (2005). Kadın yöneticiler için kariyer gelişmelerinde örgüt içi kişilerarası ilişki ağlarını yönetmek. *İletişim Fakültesi Dergisi, 0*(23), 213-220.

Zel, U., (1999). İş arenasında kadın yöneticilerin algılanması ve kraliçe arı sendromu, www.ugurzel.com/Makaleler/kralicearisendromu.htm, [Accessed: 07.05.2021].

Zeybekoğlu, Ö. (2013). *Toplumsal cinsiyet bağlamında erkeklik olgusu*. Eğiten Kitap.

https://tr.euronews.com (2019) /oecd-de-kadinlarin-is-gucune-katilim-oraninin-en-dusuk-oldugu-ulke turkiye. [Accessed: 03 February 2022].

https://www.hayatadokun.org.tr/.../kadinlarin-is-hayatinda-karsilastiklari-sorunlar,2022. [Accessed: 01 April 2022].

https://www.muminsekman.com, www.kariyer.net/ik-blog/wp-content/upload/2022. [Accessed: 01 April 2022].

Araştırmacıların Katkı Oran Beyanı/ Contribution of Authors
Yazarların çalışmadaki katkı oranları %100 şeklindedir.
The authors' contribution rates in the study are %100 form.

Çıkar Çatışması Beyanı / Conflict of Interest
Çalışmada herhangi bir kurum veya kişi ile çıkar çatışması bulunmamaktadır.
There is no conflict of interest with any institution or person in the study.

İntihal Politikası Beyanı / Plagiarism Policy
Bu makale İntihal programlarında taranmış ve İntihal tespit edilmemiştir.
This article was scanned in Plagiarism programs and Plagiarism was not detected.

Bilimsel Araştırma ve Yayın Etiği Beyanı / Scientific Research and Publication Ethics Statement
Bu çalışmada Yükseköğretim Kurumları Bilimsel Araştırma ve Yayın Etiği Yönergesi kapsamında belirtilen kurallara uyulmuştur.
In this study, the rules specified within the scope of the Higher Education Institutions Scientific Research and Publication Ethics Directive were followed.